

RECOMMENDATION  
RICHARD LEHMAN  
PRESIDENT'S AWARD FOR DISTINGUISHED FEDERAL CIVILIAN SERVICE

1. The regulations governing the award of the President's Award for Distinguished Civilian Service specify that this award may be awarded to any person who has long and distinguished career service in the Federal Government. Mr. Richard Lehman, SIS-V, who retired from the Central Intelligence Agency on 17 February 1982, has contributed more than three decades of just such imaginative and very distinguished service to the Central Intelligence Agency and to U.S. national security. In fact few of the improvements in analytical intelligence procedures and quality during that period have been taken without his leadership or at least participation. In this sense, more than any other CIA officer of recent years, he is Mr. Intelligence Professional.

2. Mr. Lehman began his U.S. Government career in World War II, serving as an infantry and field artillery officer in the Pacific Theater and the occupation of Japan, 1943-1946. He was discharged from active service with the rank of Captain, and was thereafter a Major for some years in the Army Reserve.

3. Mr. Lehman was educated at Harvard College, where he received a BS degree in Mathematics in 1943, and at the University of Virginia, where he received an M.A. in International Relations in 1948.

4. Mr. Lehman's civilian career in government began in March 1949 when he was employed as a GS-05 Intelligence Officer in the Office of Reports and

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Estimates of the Central Intelligence Agency. Within seven years he had worked his way up through the ranks to GS-14, and thereupon proceeded through increasingly responsible positions in CIA's Office of Current Intelligence (OCI) to become its Director, 1970-1975. During those years he was more responsible than any other officer for creating a current intelligence service widely hailed by successive Administrations for the quality, timeliness, and integrity of its professional support--especially with respect to dealing with world crisis situations.

5. Mr. Lehman's overall CIA career has been a broad and varied one. While an OCI officer he served abroad in a sensitive liaison capacity. Later, in 1975, he became Director of CIA's Office of Strategic Research. He then served as a special assistant to two consecutive Directors of Central Intelligence (William Colby and George Bush), working largely on organizational matters. (See attached fitness report memorandum prepared by the Hon. George Bush, of 18 January 1977). From 1976 until mid-1981, Mr. Lehman headed the intelligence community's National Intelligence Officers -- the apex of analytical intelligence, the group which prepares National Intelligence Estimates and other elite estimative products for the government's most senior policy-makers. During that time he simultaneously served as National Intelligence Officer for Warning, and was instrumental in creating a new and much more effective national warning system. His chief accomplishment during that period was his key role in creating the National Intelligence Council (the NIC), a strengthening of the National Intelligence Officer function which has received wide acclaim from the policymaking and

intelligence communities. This acclaim is due in large measure to the strong and creative leadership Mr. Lehman gave the NIC, as its first Chairman, December 1979 to July 1981.

6. In addition to these formal assignments, Mr. Lehman has been called upon by every Director of Central Intelligence since Allen Dulles to undertake especially difficult or sensitive tasks, where incisive analytical ability, sound judgment, and absolute integrity are vitally important. For example, this trust imposed in Mr. Lehman's experience and good judgment were reflected in the fact that successive DCI's picked him to serve as the CIA's chief substantive intelligence contact officer for the transition teams which, respectively, have handled the changeovers between the Administrations of Presidents Johnson and Nixon, Ford and Carter, Carter and Reagan. Mr. Lehman has also been called upon often to give specialized substantive briefings to certain foreign Chiefs of State, Chiefs of Government, and other high-level VIPs, foreign and domestic. His breadth as a thinker-writer, as well as a superb administrator, has been registered not only in his regular daily responsibilities but in his Chairmanship of the Board of CIA's learned journal, Studies in Intelligence. He is unique in having constantly gained CIA's highest annual performance rating, Outstanding, for the past two decades. His record is complete with numerous commendations, and he has twice been the recipient of CIA's highest decoration for (non-operational) performance, the Distinguished Intelligence Medal.

7. It should be added that throughout all these endeavors, and despite often being the Chief CIA substantive officer wrestling with successive world

crises, Mr. Lehman has found the energy and inspiration constantly to improve CIA's intelligence processes and products.

8. In short, Dick Lehman has served CIA and the United States Government long and very, very well in countless ways. His record attests eloquently to his being an officer of character, rare ability, and exceptional accomplishment. He richly deserves the President's award for Distinguished Federal Civilian Service, as recognition for the truly highest services he has rendered over the years -- as an unobtrusive, behind the scenes professional -- to the security of our country and the foreign policy wisdom of our senior policymakers. These are the very contributions for which CIA was primarily established, and for which its finest deserving officers merit public recognition.